

October 30, 2002

Roger Madsen
Task Force Support Team Leader
c/o Idaho Dept of Labor
317 West Main St
Boise ID 83735

Dear sir:

I just received this Newsletter (enclosed) from Idaho State University, in which it advises us to send you suggestions concerning Idaho government. As an Instructor Emeritus (ISU, 1958-1989) at ISU Vo-Tech, Electronics, with a BA in Technical Education from Colorado State University, 1971, I feel qualified to offer some suggestions concerning education.

This is not hard to do. Please turn to pages 2 and 3 of this Newsletter. Page 2 has a nice photo-op of Ed. Prof. Pehrsson and a NEW director of ISU literacy clinic, with some rather attentive children, no doubt those registered in the ISU elementary program. These children are carefully selected and would succeed in any school, anywhere. Do these children need attention from two highly paid educators (my guess would be \$150,000+/yr for the two)???? These two "experts" should be teaching at the Home Treatment Center for children who cannot cope in the public system (and are nearly 100% abused) as my daughter does! No, you will probably never find them there, but they will surely be glad to TELL others exactly what they need to do.

Also, on page 3, note the Welcome Aboard and Campus Employment columns. Look carefully at the teacher/"support" ratio for these new hires and new positions. This months ratios are not anomalies! It is typical for every month and indicates more waste of money and resources, not only here at ISU but at every school in this state and in this country. How many "Administrative Assistants" are needed??? Either the administer him/herself or the assistant should be able to do the job, if indeed either of those persons is truly needed. Neither of these positions rarely contribute anything noteworthy to the real job of educating students.

When I was hired in 1958 I was about the 40th instructor at ISU Vo-Tech, in some 25 programs educating—very well!!!—some 600 students. The administrative support for Vo-Tech at that time consisted of two persons, Director Roy Christensen, and his very able secretary, Mrs. Brydon. When I retired 31 years later, there existed some 90 instructors, for some 40 programs and some 1100 students. BUT, there were now about 40 personnel in administrative and "support" positions. Some of these additions in support were mandated by federal law, of course, but many were not, and were and are today implemented at the whim of Deans and Presidents with way too much time and money on their hands, to dream up new ways of implementing new programs, new positions and new buildings to handle them all, so that they can receive more funding next year.

I was proud to receive a BA degree in Tech Ed from Colorado State U in Fort Collins, Colorado

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IDAHO DEPT. OF LABOR
DIRECTOR

in 1971. This was one of the two or three premier schools for Tech-Ed in the country at the time. But this education, in the summers at my own expense, opened my eyes to yet another problem—namely that schools of education place far too much emphasis on HOW TO TEACH as opposed to the much more important WHAT TO TEACH!! And all schools of education are all too quick to subscribe to the latest “fad” in “HOW TO TEACH”, whether these are proven methods or not. It never took me long to figure out, early in my own career, that a teacher will have little trouble in teaching his/her subject if he/she truly knows his/her subject matter. How many Jr. And Sr. high schools do we see today where coaches—ESPECIALLY—are assigned courses in math, English, etc. who have little or NO expertise in these courses??? The education in this country would be much better off with the demise of all schools of education, and the sooner the better.

- Solutions:
- 1/ Get back to the philosophy of WHAT TO TEACH!
 - 2/ Eliminate the proliferation of “support personnel”. Teaching takes place in the classroom.
 - 3/ Make parents become more involved in their children’s education. This is difficult, because, after all, they are themselves the products of the system.

Thank you for taking your valuable time to read this.

Sincerely,



Roy Sutcliffe

1310 Willard Ave.

Pocatello, Idaho, 83201



NEWS and Notes

A Newsletter for Faculty and Staff of Idaho State University

October 28, 2002

Vol. 17 No. 32

And the winner is ... Healthy Outcomes for Youth Project

Healthy Outcomes for Youth (HOY), a statewide project of the Mountain States Group, Inc., headquartered in Boise, received the 2002 Innovations in Health Care Award during the annual Idaho Conference on Health Care held last week on the ISU campus. The conference is hosted by the Kasiska College of Health Professions.

According to Mary Lou Kinney, HOY Project director, "In August 2002, the Urban Institute's research study estimated that 29,600 Idaho children and youth under 19 years old qualify but are not yet enrolled in health care coverage through Medicaid or CHIP (the Children's Health Insurance

Program)."

"Research tells us that poor health in children has a negative impact on their learning and development and that preventative health care for children is both cost effective and cost efficient. The problem is reaching, informing, and assisting families in applying for health care coverage and helping them get access to a medical 'home' for their children," Kinney said.

Over the last four years, the HOY Project has worked with the Idaho Department of Health and Welfare to reduce the size of the Medicaid/CHIP application from 17 to four pages, has simplified the renewal

process, and has used private and public partners in outreach efforts, resulting in an additional 42,540 qualifying Idaho Children enrolled in Medicaid/CHIP between August 1999 and November 2001.

The goal for the second phase is health care coverage for the additional 29,600 qualifying children who are not currently enrolled. To accomplish this, the HOY Project will broaden its outreach efforts, encourage policy options for coordination for health coverage enrollment and renewal, and contribute strategies that will create or maintain systems supporting affordable health care coverage.

An open letter from the Governor to all state employees asks Input for 2020 Blue Ribbon Task Force examining government

October 11, 2002

Dear State Employees:

This week, the 2020 Blue Ribbon Task Force held its initial meetings to examine government in Idaho. It may well be the most comprehensive and diverse group ever formed to undertake such a task.

Among the 47 members are farmers, former legislators, corporate CEOs and leaders in local, state and tribal government. There is a four-star admiral, a teacher of the year, a principal of the year, a college student, state employees and an author. The experience and resources these Idahoans bring to this effort are absolutely incredible.

As I laid out the charge to this group, I told them that one of their greatest resources would be our more than 25,000 state employees and college and university faculty and staff. Each of you has great knowledge and expertise — not only in the areas where you work, but throughout state government. You are the dedicated and talented men and women who diligently serve the citizens of Idaho each and every day.

I have encouraged the Blue Ribbon Task Force members to look to you for ideas and suggestions. You are the individuals who have great thoughts and insight on how we might build on our strengths and improve in areas where we have opportunities.

To this end, we have provided a number of avenues by which you may submit your ideas:

- You may contact members of the task force directly — the membership is listed on the Task Force Web site at: www.idaho2020taskforce.us/members.htm

- You may submit e-mail comments and suggestions through the Web site's public comment page: www.idaho2020taskforce.us/comment.htm

- Or, you may write to the Task Force and mail those comments to one of the following addresses:

Gov. Dirk Kempthorne
State of Idaho
P.O. Box 83720
Boise, ID 83720-0334
or

Roger Madsen
Task Force Support Team Leader
c/o Idaho Department of Labor
317 West Main Street
Boise, ID 83735

As a valued state employee, I hope you will take this opportunity to help shape the future of Idaho and develop the priorities that will guide our state for the next 20 years.

Sincerely,
Dirk Kempthorne
GOVERNOR

Faculty/Staff Update

Dr. Liz Cartwright of the department of anthropology recently gave a keynote speech at the 18th Hispanic Issues Training Conference in Boise. Her talk, "Hispanic Health Projects: Diabetes and Migration," highlighted the binational research project being conducted by the anthropology department in Aberdeen and American Falls, and in Guanajuato, Mexico.

Dr. John Masserini, assistant professor of music, has been asked by the International Clarinet Association to perform the world premier of a composition at the International Clarinet Association Conference in July 2003. The work is by composer Howard Buss and was commissioned by the ICA specifically for the 2003 International Conference.

Political science associate professor **Dr. Douglas Nilson** assumed the presidency of the Pacific Northwest Political Science Association (PNPSA) earlier this month at the organization's annual meeting in Bellevue, Wash. He formerly was secretary-treasurer. His primary responsibility will be organizing next year's annual meeting to be held in Vancouver, B.C., Canada. The PNPSA is comprised of political scientists from Idaho, Washington, Oregon, Montana, British Columbia, and Alberta.

Kerry Williamson, interim director of the Early Learning Center since January, has been hired as permanent director. She formerly was director of education at Pocatello's First Presbyterian Church and directed the church's child care center for 1 1/2 years. The ELC, third largest child care center on a U.S. campus, can accommodate up to 400 children between 6 weeks to 12 years of age.



Dr. Robert Pehrsson (left), professor of education, and Michelle Schroeder, new director of the ISU literacy clinic, work with children in the clinic, which is located in the College of Education.

Literacy clinic expands services

The literacy clinic in the College of Education has expanded services under a new director, Michelle Schroeder, whose position was recently established by the Idaho State Board of Education.

The clinic, originally developed by education professor Dr. Bob Pehrsson, offers services to students grades 2-12 and adults who have career-related literacy needs. Clinical practices are based on Pehrsson's many years of experience working with area students.

The clinic serves the community, with a focus on helping children with reading and writing skills and adolescents in developing study skills necessary for success in school and beyond.

Each student receives a thorough diagnostic assessment. Instructional sessions are held twice a week after school. Student progress is closely monitored, and most students achieve their individual goals after three to four months.

The clinic is directly related to the literacy graduate program in which certified teachers attend courses and take part in clinical sessions as part of the process to become literacy specialists.

Because the clinic is non-profit and provides a community service, charges are based on a sliding scale depending on family size and income.

For further information, contact Schroeder at x4479 or x5188.

Wolf recovery panel discussion set

A panel discussion, "Has the Wolf Fully Recovered in the West?," will begin at 7 p.m. Tuesday in the PSUB Salmon River Suite.

The proposal to remove wolves from the U.S. Fish and Wildlife Service's Endangered Species List will be discussed by a panel consisting of:

- Carter Niemeyer, USFWS Idaho wolf manager;
- Ron Gillette, Central Idaho Anti-Wolf Coalition;

- Robert Loucks, former Lemhi County agriculture extension agent;

- Dr. Ralph Maughan, president, Wolf Foundation, www.forwolves.org/ralph;

- Jon Marvel, executive director, Western Watersheds Project.

The event is sponsored by ISU Recycling/SAVE.

For more information, contact Linda Burke, director, Students Community Service Center, x4201.

The second annual ISU major and graduate school fair will be held 10 a.m.-2 p.m. Wednesday in the PSUB Ballroom.

The fair is designed to assist students and the public in making informed decisions related to their college majors and future occupations. Nationally, students are changing their majors many times before finally committing to an area of study. This indecision may cause them to stay in college longer, incur more debt and delay entry into the workforce, said JoAnn Hertz, director of the Supplemental Academic Advising Center.

"Our program will offer students an abundance of information about the variety of major options at ISU, which may help them commit to a major earlier and progress toward graduation in a more timely fashion," Hertz said.

ISU academic and technological faculty will be available to meet with students

and answer their individual questions. Representatives from the Admissions Office and the Career Center also will be available to help students and the public learn what is needed to make the most informed decisions regarding degree programs and future occupations.

Graduating seniors and community members interested in pursuing master's or doctorate degrees are encouraged to attend the Fair and investigate opportunities within the Graduate School.

For those interested in pursuing an advanced degree, representatives from the Graduate School will be available to discuss programs, admission requirements, and costs.

The fair is sponsored by the Supplemental Academic Advising Center, the Career Center and the ISU Ambassadors.

For more information, call Supplemental Academic Advising at x3277.

Leadership symposium has two sites

The sixth annual ISU Leadership Symposium will be 2-3:30 p.m. Thursday in the Bennion Student Union Building, University Place, Idaho Falls, and 8:30 a.m.-2:30 p.m. Friday in the PSUB Wood River Room, Pocatello. These events are

open to ISU students, faculty and staff.

The symposium features a "Leadership Through Service" workshop by Honor M. Bell, director, community service and outreach, Chief of Naval Education and Training.

In addition to his duties with the Navy, Bell

travels throughout the United States sharing his message with universities and youth organizations, said Joseph

Pearson, ISU Student Activities advisor.

Bell will speak at a special session in Idaho Falls on Thursday.

Registration for the Friday workshop in Pocatello begins at 8:30 a.m., and the main session starts at 9 a.m. Lunch is free to participants. Breakout sessions will be held following lunch with Bell and ISU presenters on various topics: "Giving, Caring and Sharing," Bell; "Leadership Opportunities at ISU," Pearson; "Service Learning," Linda Burke, director, ISU Students Community Service Center; "Team Building and Communication," Jim Fullerton, director, ISU Leadership Program.

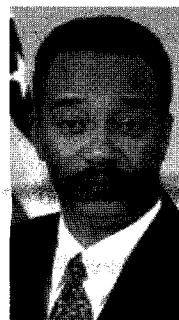
For the Pocatello symposium, RSVP today by calling x4588 or e-mailing karlkare@isu.edu.

For more information, contact Pearson, x2912 or pearjose@isu.edu.

Donovan, assistant lecturers; Kay J. Walter, instructor; and Jessica Winston, assistant professor, Department of English and Philosophy;

Helen Kimball Delahunt, Administrative Assistant 1, and Deeanna M. Hobbs, technical records specialist 1, Enrollment Planning;

Laura L. Reynolds, Administrative Assistant 1, Office of the President.



Bell

Welcome Aboard ...

The following are among new hires this fall:

Betty Joan Rust, Administrative Assistant 2, Development Office;

Jinann K. Cobia, Lacie Monique Cooper, and Andrea N. Krieter, child care providers/instructors, and Michael E. Salazar, receptionist, Early Learning Center;

Jennifer A. D. Adkison and Carlen M.

Campus Employment

For complete and current information about openings for faculty and non-classified positions, call the Human Resources Job Hotline, x4100, or visit www.isu.edu/departments/humanr/.

The following classified positions are open and must be filled from Idaho Personnel Commission registers. You must be a State of Idaho employee eligible to transfer or already on the appropriate Department of Human Resources register to apply for these positions.

- Administrative Assistant 2, Kasiska College of Health Professions (ISU promotion).
- Custodian Leadworker, Physical Plant.
- HVAC Specialist, Physical Plant.
- Instruction Assistant, College of Technology.
- Laboratory Materials Supervisor, Biology.
- Library Assistant 1, Library.
- Technical Records Specialist 1, Admissions.

The following exam is scheduled and is open until further notice unless otherwise indicated.

- Custodian.

News & Notes Deadlines and Contacts

News & Notes is published weekly throughout the academic year by the Office of University Relations. Deadline for submitting materials for publication is Monday one week prior to date of issue. Deadline for the Nov. 4 issue is Oct. 28. Send submissions to Box 8265; bring to Admin. 142; e-mail parrjo@isu.edu; call x3164 or x3620. Read N&N at:

www.isu.edu/urelate/newsnotes

Check Out These Dates

October 28

Guest Recital: Verdehr Trio,
7 p.m., Goranson; Program Board,
x3451.

October 28-29

Movie: "The Princess and the
Warrior" (R), 8 p.m.

October 29

Panel Discussion: "Has the Wolf
Fully Recovered in the West?," 7
p.m., Salmon River Suite; x4201.
Story, page 2.

October 30

**Major and Graduate School
Fair:** 10 a.m.-2 p.m., PSUB
Ballroom; x3277. Story, page 3.

Workshop for Faculty: "Copy-
right, Fair Use, and the Digital Mil-
lennium," 2-5 p.m., Oboler Library
B69; x2502. Story, page 4.

October 30-31

Movie: "Jason X" (R), 8 p.m.

Oct. 31-Nov. 1

Leadership Symposium: 2-3:30
p.m. Thursday, Bennion Student
Union, Idaho Falls; 8:30 a.m.-2:30
p.m. Friday, PSUB Wood River
Room; Joseph Pearson, x2912.
Story, page 3.

November 1

Movie: "Reign of Fire" (PG-13), 7
& 9:45 p.m. & midnight.

November 1-3

Pocatello Ski Swap: 5-10 p.m.
Friday, 9 a.m.-6 p.m. Saturday; 10
a.m.-3 p.m. Sunday; Ballroom;
C.W. HOG, x3912.

November 2

Warren Miller Ski Film: "Warren
Miller's Storm," 7 & 9:30 p.m.,
PSUB Theatre; C.W. HOG, x3912.

November 3

Movie: "Reign of Fire" (PG-13),
8 p.m.

November 6

**International Economic
Summit:** Simulated international
marketplace, for southeast Idaho
high school teachers and students;
x3611. Story, page 4.

**Student Music Scholarship
Competition:** 6:30 p.m.,
Goranson Hall; x3636.

November 7

Fall General Staff Meeting:
10:30 a.m., College of Education
Auditorium. Story, page 4.

Faculty Recital: ISU Brass, 7:30
p.m., Goranson; x3636.

November 8

**ISU Women's Club Holiday
Fair:** 10 a.m.-5 p.m., Ballroom;
Donna Hillard, x2517, or Frankie
Saul, 237-3246.

November 15

Concert: ISU Jazz Bands, 7:30
p.m., Goranson; x3636.

November 15-16

Theatre ISU: "Twilight of the
Golds," 7:30 p.m., Powell Little
Theatre; Box Office, x3595.

November 18

Recital: Student Chamber Music
Night, 7:30 p.m., Goranson;
x3636.

- ✓ Staff members are being sought to work as ticket takers at Holt Arena events in the evenings and on weekends. Events include ISU football, high school football, soccer, volleyball, men's and women's basketball games and any other events hosted at Holt. The average hours worked are eight to 10 hours/week at an hourly rate of \$5.50. Interested staff members are asked to call Jessica Dowd, Holt box office manager, x4093.
- ✓ The Fall General Staff Meeting with ISU President Dr. Richard L. Bowen will begin at 10:30 a.m. Nov. 7 in the College of Education auditorium. Classified employees with questions or issues for Bowen to address are asked to send them to Dedra Williams, Classified Employees Council president, losededr@isu.edu.
- ✓ Guest observers are welcome to attend the annual International Economic Summit (IES) to be held 9 a.m.-3 p.m. Nov. 6 in the PSUB Ballroom. The IES is a world trade simulation designed to educate high school students about essential economic concepts and the benefits of trade while exploring the controversies associated with globalization. Teams of students adopt a country, conduct extensive research, and act as economic advisors. The summit includes debates, trading, and native costuming. For information, contact the ISU Center for Economic Education, econed@isu.edu or x3611.
- ✓ A workshop entitled "Copyright, Fair Use, and the Digital Millennium" will be 2-5 p.m. Wednesday in the ITRC Lab, Room B69 of the Oboler Library basement. Presenters will be University Librarian Kay Flowers and Bill Loving, chair and professor of mass communication and an attorney. They will address questions about fair use and copyright of materials for students.
- ✓ The Outdoor Program Office is seeking donated 2x4's 5-12 feet long to construct bicycle racks for the High Desert Classic to be held early next year. Call x3912.

**Pocatello Ski Swap
Friday-Sunday
PSUB Ballroom**

NOV - 1 2002

IDAHO DEPT. OF LABOR
DIRECTOR

October 28, 2002

To: Governors Focus Group
Subject: Focus Group 2020

My idea is to expand the current focus group format. I would allow focus group members to select areas statewide and form satellite groups. Each member could select an area of the state and conduct brainstorming sessions (brainstorming is a proven way to draw out solutions to problems. It is used to help a group create as many ideas as possible in a short period of time as possible.) If we use the unstructured approach, a group member simply gives ideas as they come to mind. It tends to create a more relaxed atmosphere and allows peoples creativity to flow. It is very important to ask the group, to submit in writing, ideas that occurred to them after the meeting. This is done for a number of reasons: peer pressure, possible supervisor repercussions, and embarrassed to talk for fear of being ridiculed.

It is very important to follow these guidelines when conducting the meetings:

1. Never criticize any idea. (There is no such thing as a dumb question or idea.)
2. Write down all ideas on a flip chart or chalkboard. Having words visible to everyone at the same time avoids misunderstandings and promotes new ideas and comments.
3. Be sure to define the meeting. Discuss ways to save tax dollars.

When the group finally meets, it is important that the meeting be structured in the following format:

1. When conducting the brainstorming session, the leader needs to ask for:
 - a.) Known problem areas and possible solutions.
 - b.) Resource saving areas.
 - c.) All recommendations.
 - d.) If you could change one thing, what would it be? Why and What is your solution?
 - e.) Never, never criticize any comments or ideas.

2. Don't limit the discussion to their area of expertise. You can define areas of discussion, but don't restrict.
3. Sessions only need to last 1-2 hours at the most and should be held mid-morning.
4. Send out notices of upcoming meetings so employees can be ready to participate and discuss. It helps to hand out awards for participation.
5. A closing question for the group: What is your greatest pet peeve? Why, and what would you do to resolve it?

The aforementioned can be a very powerful tool for outlining problem areas and promulgating these ideas to people who can make things happen. The approach outlined, can be used by area managers, if the focus members can not travel.

THANKS

Eden Wenslow

Idaho Lottery
PO Box 6537
Boise, Idaho
83707-6537

October 24, 2002

CONTROLLER OFFICE
2002 OCT 28 AM 9:37
STATE OF IDAHO

Mr. Kempthorn and other elected officials,

Dear Sir or Madam:

I am writing this letter in regards to the most recent state budget cuts. I am employed at New Day Products and Resources, a non-profit organization that works with disabled adults. We offer a variety of services to the Disabled individuals in S.E. Idaho, such as CSC services, DD services, And a Sheltered Workshop for the severely Disabled. In our Sheltered Workshop we screenprint clothing, make trophies, Plaques, and various wood products. Through this work we are helping our consumers to be their best and also teaching them the required work skills and responsibility that is essential for community employment. We are also helping our community by providing quality product. Without programs like ours, these people would never get the opportunity to live a life as close to normal as you and I. They deserve this right as individuals for they are people too, and the pursuit of happiness is their God given right and if working makes them happy then who are you or anyone else to take that from them.

I do understand that in the current economic status budget cuts may be necessary for the State of Idaho to still continue to help as many people as possible. But the one thing I don't understand is that the General Funds spending is being cut by approx. 3.5% but out of that cut our services are taking 35% of that holdback. Why is this, when we are only allotted 4.3% of these funds, do you feel that our program is not that important, or is it because these are the silent helpless people that can not stand up and say "HEY! WHAT ABOUT US! We are people too! We have just as much right to fair treatment as the rest of the people that need help!" I don't know why you are targeting them, but guess what? I will stand up and be their voice, and I will be heard!! I love my job, and yes I do worry about loosing it. But you know I can find a new job, I was looking for a job when I found this one, I am capable. The people that are truly being hurt here are the ones who can't. With out us they will not be able to learn the skills necessary to find or especially keep that job they truly want and deserve.

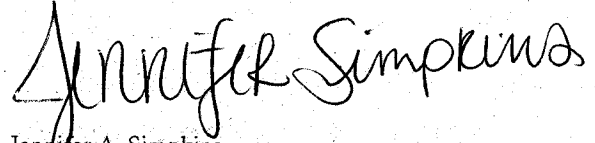
I want to give you a little insight on the effect these cuts are creating in my Jobshop. Since the threats of these cuts have come to our attention, the fear and emotions on the work floor are high. The most commonly heard phrase heard by my consumers is cross your fingers that we still have jobs Nov. 1st (Which fortunately has been postponed until Dec. 1st). Well the other day while we were printing shirts for a large order we have been working on I notice one of my consumers having trouble pulling shirts off the printing board so they can be sent through the dryer. Therefore, I started watching her to see what the trouble was. She was struggling because she was trying to do this task with her FINGERS CROSSED! I then told her to uncross her fingers so she could more efficiently do her job, her head dropped and she looked at her with scared and very sad eyes and said "Work" and recrossed her fingers. This cut may help figures in the budget, but look at what it is hurting. People this hopes and dreams. I will help to protect these dreams.

Another issue I would like to address is the proposed implementation of new eligibility standards. These standards propose that consumers will only be allowed to work in a sheltered workshop for a period no longer than 6 months. After that their choices are as per H&W is "Retire, leave, quit, or GO FISHING", Day Services, Volunteer, or transition to CSC (Community Supported Employment). Well it is great that these choices do exist, but what if that's not what they want for their future. What if they want to work? Well with only 6 months in a Sheltered Workshop, they will not have all the essential skills necessary to transition to CSC. If you have any experience with the Disabled community, you will know that. Even if they were ready, they also have a proposed time limit on CSC services. Please realize in sheltered workshops the work they do is REAL, we have customers, who are very satisfied with our products and the consumers who produce our products are very proud of their work!

October 24, 2002

In closing I would really appreciate a response to my letter. I do realize that due to it being election time this may be hard, but your response may help my decisions at the polls. These people and the purpose of my job are very dear to my heart and I will do as much as I can to protect them both. Once again THEIR voice will be heard through me and others who value this cause so PLEASE use your hearts and put aside some of the political B.S. and do what you feel is the right thing to do. Thank you for your time.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Simpkins". The signature is written in a cursive, flowing style. The first name "Jennifer" is written with a large, stylized 'J' and 'f'. The last name "Simpkins" is written in a more standard cursive script.

Jennifer A. Simpkins

137 Hayes Ave.

American Falls Id, 83211

Suggestions for the 2020 Blue Ribbon Task Force

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Below I have listed a variety of suggestions for your consideration.

OFFICE OF THE GOVERNOR

1. Use resources to meet customer needs as effectively as possible. To do this, government should reduce the purchase and use of new technologies chosen just for the sake of beefing up someone's resume or to satisfy their fascination with novelties. We have been through numerous equipment changes that created many more problems than they solved. I don't think the newest technology is always necessary to meet our needs, and sometimes it is better to sit back and wait for others to work through the problems.

Poor planning and an unwillingness to listen to "non-techies" on the part of technicians don't help the situation, either. When servers were changed, no one asked the users if there might be problems, so the new servers were given new names (rather than simply the same names as the servers being replaced). This action invalidated many automated procedures created by employees within the Microsoft Office programs, because the programs were searching for the old server names. Users were told they would just have to re-do their work, in addition to re-mapping their drives and printers, costing the state money that could have been better spent.

The purchase of new equipment, hardware, and software should be fully justified to a review/decision committee with members who understand the issues, but are not directly involved in the request. Too often review committees just take the word of the people directly involved in requests, and those people may not have even communicated with the actual users.

2. Consider outsourcing information technology functions. This is an area of high expense, and I'm not convinced the money isn't better spent elsewhere. Study what other states are doing. You could always choose a contract with an Idaho company to provide the services now duplicated by every state government agency's IT staff, and the money would stay here.
3. If outsourcing is out, at least consider consolidating some functions. Many government agencies maintain databases with employer information. By combining all necessary data in one database, you could meet everyone's needs, save money, and, hopefully, have the resources to make sure that the one database is kept current.
4. To communicate, you must know your audience. To sell, you must know your customer. To lead, you must know your followers. To be a bureaucrat, you must ignore or discount the views of "outsiders" who "just don't understand." Or at least that is the way it often seems.

Recently I had to endure a CD presentation comprised solely of the same text phrases repeating over and over across the screen while a silly repetitive tune played. The presentation didn't offer information and if it was intended to inspire the audience, it failed. The audience reaction ranged from boredom to ridicule. The presenters seemed to think that the laughter indicated enjoyment. Did anyone tell the presenters what they

*Anon. - no return address

actually thought of the show? Of course not, because the presenters praised the presentation loudly and at length. It was a case of the emperor's new clothes—one of the people involved is definitely on the fast track upward, so no one dared criticized the presentation publicly. It was obvious the presenters had put no thought into defining their audience and its needs.

Sometimes ideas are bandied about by people with power that have no relation to the customers they supposedly want to serve. For instance, one suggestion is to place a lot of data on a CD and send it out to a huge number of businesses, though not at their request. In fact, no one has even bothered to talk to either businesses or coworkers who already work with businesses to determine if such data would be useful. But the project may go forward just because of the power of the person who came up with the idea; no one wants to be labeled as uncooperative or unsupportive, or, worse yet, "not a team player."

Though customer surveys are limited by tight budgets, there are still ways to determine customer needs on which to base decisions related to publications, electronic or paper. Each agency has employees who work with various stakeholders on a regular basis. Each agency has employees who make presentations to community members. Each agency has some contact with politicians and others involved in government. Use these sources of information to the fullest. Who are your stakeholders? Which questions are asked most frequently and by whom? Are there predictable patterns to requests? Find a way to learn where gaps exist and then work to fill them by, starting with sharing information and ideas.

5. Be proactive in meeting stakeholder needs. If an employee hears or reads a report about increased protests by environmentalists in Idaho forests, he or she should be encouraged to spend some time planning a response to requests that will probably follow. Gather typical data, such as acres logged over the past ten years, that might be requested. If the teacher's union is declaring that teachers are spending more and more time in the classroom, get statistics on hours and class sizes. If you hear that unemployment claims have sharply increased or decreased nationally, find out if the same is true in Idaho for the same time period. Planning ahead can help to avoid delays due to the unavailability of program experts and inaccessible data. Being prepared also minimizes the time spent on predictable requests and allows some advance time to ensure accuracy.

We can't always predict what people will want to know, but many requests can be anticipated. Be prepared ahead of time to offer consistent, accurate answers with a minimum of delay.

6. Appoint someone within each agency, perhaps in public relations, to coordinate resources. For instance, if the Department of Agriculture is surveying farmers and would like assistance with the process, they could contact the Department of Labor and ask if similar surveys are performed and who to contact to discuss cooperative efforts. A resource coordinator would also be extremely helpful in larger agencies for internal projects. Perhaps one department wants to try a new approach to delivering program data to the public, and another department has tried several methods of delivery with varied

success rates. The coordinator should be informed of such efforts so connections can be made to allow employees to share experiences. Having one person to consult with about data, available skills, and projects could eliminate a lot of duplicated and wasted efforts. Two departments surveying basically the same set of employers could pool their resources and save money. They might also avoid irritating employers who sometimes feel as if they receive at least one government form or survey to contend with every day.

7. Adopt a “contact once” policy. Actually, that name is misleading because one contact may be unreasonable, but my goal would be to greatly reduce the number of times any individual or organization has to be contacted by a government agency. Surveys, forms, letters, brochures, and reports are sent out to people from the same government agencies, and sometimes even the same departments, with no efforts taken to coordinate the efforts.

Many people complain that a week after a road is torn up and then repaired by the phone company, the power company comes along and does it again. All government agencies seem to have the same problem, though paper and phone calls are more likely to be the challenge than holes in the road. If you have departments that have to contact employers on a regular basis, see if they can work together and make one contact to explain everything that is needed, without overwhelming the individual or organization. Explain to businesses how everyone benefits from their participation in surveys, and be sure to thank them!

8. Encourage supervisors to prioritize their penny-pinching. While I am all for saving money, sometimes the amount of time spent to monitor small amounts costs ends up being more than what is saved. For instance, one manager requires all supervisors to submit a written explanation to justify any long-distance telephone call over 10 minutes. Between the employees’ time (trying to recall what the conversation was about), the supervisors’ time (contacting employees and gathering explanations) and the manager’s time (spent reading the explanations), much more money was spent justifying the calls than was spent on the actual phone calls. There had to be a more effective way to ensure phone services were not being abused!
9. Government employees like to complain about their salaries, even though government employees often make more than civilians in equivalent jobs. Government managers like to complain that they can’t reward good employees because the budget won’t allow it. But there are less costly options that could be used more effectively to motivate and reward good employees, such as training, mentor programs, new software or hardware, flexible hours, and telecommuting options. All of these things must be managed to best meet program needs, but they are options that aren’t always explored.

What should not be done is to allow supervisors to reclassify employees into higher positions to get around wage freezes. If a position has changed significantly, then changes in pay grade are acceptable—even necessary. What can happen, though, is that a supervisor who is convinced that more pay will make his or her employees happier and more productive might stretch the truth and say that positions have changed, when

everyone (except those making the decisions) knows they have not. The amount of discontent this creates in other employees can lower morale for years.

More pay does not necessarily mean more productivity. Bonuses, raises, and other rewards should not be awarded on the basis of what could be done, but rather what has been done. Performance should be rewarded, not the potential for performance.

10. Work with federal government representatives to stop waste. State programs that are funded by the federal government always seem to have the newest vehicles, the biggest and fastest computers, the highest-paid employees, the most (often unused) software, and the smallest workloads. I worked with one person who bragged that he could do his job in three days a month and the rest of the time he could pursue his own interests. He wasn't kidding; his job has three federal requirements, each which may take a day if everything goes wrong. Unfortunately, he isn't the only one in such a position. I've watched several new employees in federally-funded programs start work and go through the various phases of bureaucrats' malaise:

- Excited about their new job
- Wondering what they are supposed to do with all their time
- Trying to come up with ideas for projects, only to learn that government and creativity rarely travel hand in hand, and/or deciding to move on to the next phase
- Killing time with crossword puzzles, talking on the phone, talking to coworkers, planning office parties, planning home parties, pursuing other income avenues, gossiping, and/or plotting against their coworkers and supervisors
- Sleeping, mentally or physically, until retirement or finding another job and hoping things will be better

We should work with our state's senators and representatives to reduce such waste of federal funds.

Performance Payoffs

Rewarding In-House Experts

A PENNY SAVED is a penny shared by Delaware Department of Transportation employees. Millions of dollars saved can turn into real dollars in their pockets under two new pilot programs that reward employees with cash if they propose money-saving ideas.

A "Shared Savings Program," modeled after private-sector programs, encourages department employees to submit ideas for managing, building or buying something more efficiently. Any money the idea saves will go into a special account and, after a year, half of all the savings will go to department employees, with every employee getting an equal amount. "Every employee will benefit in some way," says Mike Williams, community relations officer for the department. "Not everyone is

in a position to come up with changes that would result in significant monetary savings. We don't want to penalize those people."

A second program allows individual employees to earn financial recognition for outstanding performance or accomplishments. The Quality Service Award Program could award up to \$10,000 to one person and can give out up to \$200,000 total per year. That could mean either 20 people could each get \$10,000 or many more people could get smaller amounts.

Transportation Secretary Nathan Hayward III's hope is that the programs will provide an opportunity to lower costs, improve the way the department does business, bolster morale and stir up some excitement among employees.

If the programs are successful, they likely will be set up in other state agencies. "We're the guinea pig," Williams says.

—Ellen Perlman



Hi J.D. — You will understand this
first CT — but the letter has good info.
October 14, 2002,
Dear Louise: See you on Nov. 14 — Love, Louise

Here are some unstructured thoughts about taxation. One or another may be of some use in the current study, or to some group descendant from the small army now on assignment. When half this age, I tried with varying success to organize offsets, balances, designs etcetera. Time taught me that is of value only when you can exert a little power. I have none. My ego causes me to regret that Andrus for historic reasons and the modern Republican governors for what seem to be sheer partisan reasons never uh, consult me. In the late Fifties and the sixties, all for altruistic reasons, Charles McDevitt, George Crookham and I contributed importantly to tax philosophy in Idaho and the region. The grayness since the adoption of the sales tax in 1965 --no small accomplishment if you note that in the time since Oregon and Montana haven't managed a sales tax and our neighbors Washington and Nevada haven't addressed income at the state level --prompts this letter. An overhaul in the near future would work wonders for Idaho.

--Idaho has never become and will never be the state most of its founders envisioned. That is, by area most of the land will continue to be either publicly owned or owned by entities not culturally subject to an ad valorem or property tax. To continue to use property as the capital base for local school districts and entities other than municipal is irrational. This is not Kansas. Kansas could inherit its tax base from northern Europe. Idaho did but shouldn't have. I think that means taxes of a transactional nature merit the most attention.

--Not peculiar to Idaho, the concept of taxation as a form of exerting power and of punishment, as something that must "hurt," is primitive. Without exciting any audience with the particulars, people can be honestly told that some taxes really hurt an individual or an enterprise; some don't. A tax so small that none of the parties to an exchange can exactly tell who had to pay it--the buyer, the seller, their agent, or a customer in the ensuing transactions-- tends to do little harm to society, none, or in the good use the revenue is put to, can help society. The largest example is the excise tax on liquor. The smallest example I can recall was, I believe, 1/10 of 1% on real-estate transactions during World War II. A tax stamp on deeds attested to its payment. When the war was over, most states including Idaho declined the invitation of the feds to adopt it as Uncle dropped it. I won't swear to this but at least initially Oregon did assume the tax. If so it's history there would be of interest.

--The rationales for Idaho state being the wholesaler and retailer of liquor are lost in history. Being old enough to remember them doesn't mean I can defend them. If Idaho were to divest itself at least of the retail function with bottled goods, an immediate spurt of revenue from liquor tax would occur. In states where private industry sells booze, householders pick up liqueurs & oddments to have on hand in the event. In state-store communities, we wait till that particular guest is coming. From creme de menthe to tequila to vermouth to you name it, availability on the shelf at the supermarket would cause immediate stocking-up.

more

- It is true that if the major-volume exemptions were removed from the sales tax statute, the rate could be lowered to, say, 3 per cent. But many of the exemptions exist because they violate the "punishment" caveat above--they would do so much harm as to drive transactions across the state border or seriously reduce economic activity. Note that most sales taxes for interstate-exemption purposes are called sales-and-use taxes. As an extension of that principle, Washington state next door for example imposes "b & o" taxes-- taxes on businesses and occupations' revenues or certain of their revenues that are not subject to the sales tax per-se. Accountancy, law, a host of personal services and crafts, health and medical services, all should be examined as for their ability to sustain a small tax but an important one because their volume is so great now as compared to 1965 when Idaho adopted the sales tax. Someone like Michael Ferguson might tell you--the state economist--but to oversimplify I've been told that in 1965 70% of net personal income was spent on goods and that today 70% is spent for services--everything from the Internet to cable tv to yard maintenance to carpet cleaning is worth holding up to the light.
- As a former public-utilities commissioner, I'm aware of the difference in exposure to taxes depending upon where you live and who owns the utilities you subscribe to -- water, electricity, natural and propane/butane gas, telephone, cable, Internet, garbage disposal, sewer and even storm drain. Whether service is from a municipality, a co-op, a for-profit utility, a real-estate corporation or some other entity can make quite a difference.
- Listen to others to hear about anomalies. When I lived in Pocatello in the 1950's, I rode to Pocatello with a man who filled his Mercedes from his home fuel-oil tank. No. 2 fuel oil, used in Pocatello, was identical to diesel. He thus paid no fuel tax to drive his car. While a legislator and after a debate in which coloring farm gasoline was proposed to reduce tax evasion, when ~~visiting~~ visiting a fellow legislator in another county, he filled his pickup tank with tractor gas before we drove to town in the pickup. We were halfway there before he realized what he'd done in my presence.
- Some citizens --retirees, the underemployed, sometimes the young --have more time than money. A revival of voluntarism would reduce government costs if an organized fashion such citizens could volunteer their services in health and child care, right-of-way maintenance, park patrol, et cetera. My personal preference would be that Uncle Sam restore citizenship awareness in the young by some universal national service in the tradition of the old CCC, the Peace Corps, and the like. But this seems not to be on the horizon and in its absence state and local government should fill the niche, and the civic muscle would be improved.

IN
LIEU
OF
CERTAIN
TAXES:

Not to the media, but to individuals if I thought good will come of it, absent your objection by something close to return mail, I might copy this and you're free it goes without saying to do the same. Your presence in any group, in my experience, becomes a healthy contagion.

With regard,



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